

WHITEFISH MONTANA

WHITEFISH CONVENTION & VISITORS BUREAU

FY 14 MARKETING PLAN

July 1, 2013 to June 30, 2014

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FY 14 MARKETING PLAN EXECUTIVE SUMMARY

Whitefish, Montana is an authentic mountain town located in the northern Rockies, home to some of the world's most beautiful mountains and spectacular, unspoiled nature. Just 25-miles from Glacier National Park, Whitefish offers close access to the hanging valleys and emerald peaks of this World Heritage Site. More than 75% of our visitors come during the summer months. This seasonality presents problems for the many small businesses dependent upon non-resident travelers. As a result, we spend a vast majority of our marketing budget on promoting the winter and shoulder seasons.

The big influx of over 2 million Glacier National Park visitors annually allows Whitefish to offer excellent dining, vast lodging options, and exceptional recreational opportunities. Having a viable, robust Main Street is very attractive to our visitors. We are also home to Whitefish Mountain Resort, offering 3,000 acres of great skiing, abundant snow and incredible views of Glacier National Park.

Whitefish aligns perfectly with the Montana Brand pillars. In all our ads and collateral we serve up beautiful high resolution photos of the scenic beauty, our pristine lake and the incredible nature that surrounds us. Photos of our iconic downtown are an important part of all our collateral. Visitors are very attracted to our downtown and it is the main economic driver for the town. In addition, we try to counter the preconceived notions that Montana is remote and does not have adequate facilities by showcasing the beautiful lodging and incredible dining that can be found here. Exhilaration by day and comfort by night truly defines us.

We have fully embraced the geo-traveler concept and feel that the 55 million potential visitors who fit this profile are our customers. They enjoy our authentic town, like to immerse themselves in the local culture such as the Downtown Farmers Market, professional equity theatre or arts festivals. These visitors are tech-savvy, active, spend more money and stay longer. They are generally older and can travel during the shoulder seasons when we have capacity and need visitors. Research from the ITRR substantiates this investment in attracting the geo-traveler.

Whitefish is the biggest Amtrak stop on the Empire Builder between Minneapolis and Seattle. As a result, we do a great deal of co-op marketing with Amtrak. Seattle, Portland, Minneapolis and Chicago are our main regional markets due to direct flights and Amtrak connections. Whitefish Mountain Resort is our most important marketing partner. There is an inverse relationship with them. In summer, if the town does well, the ski resort gets the overflow. In winter, if the ski resort does well, the town benefits. The recent addition of attractions at the resort has increased their summer offerings.

Public Bed Tax Funds account for 18% of our total budget. Because we feel the MTOT Joint Venture Co-ops are so well researched and tested, we put about 61% of our total Public Budget and 14% of our Private funds into the Joint Venture offerings. They have performed very well for us. We do not use Public funds for our Website, Meetings, Groups, Public Relations program or Visitor Information Fulfillment. See "Public Bed Tax and Public Member Funds Percentages" on page 3.

We measure our effectiveness in several ways. The Whitefish Resort Tax is a great indicator of how businesses are performing. A total of 2% is levied on hotel rooms, restaurants and many retail items. We also compare the WCVB Tourism Promotion Assessment year to year. This is a voluntary 1% fee that local restaurants, rental car agencies, and lodging facilities place on each guest check. If the visitor does not want to pay, they can decline. The TPA accounts for most of our Private funding. We also offer memberships to businesses located in town. And, of course we track various

metrics: click through rates, unique visits and subscribers to our website, travel guide requests, page views, etc. Digital media buys are also tracked.

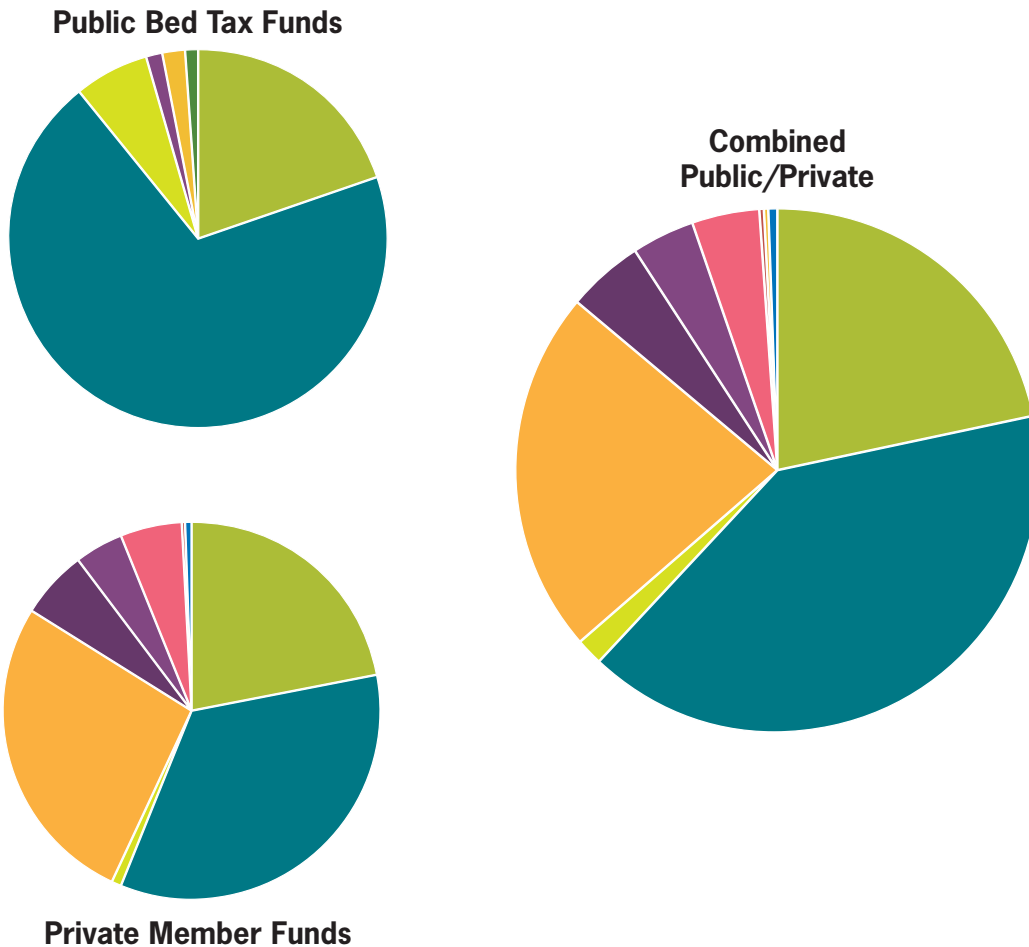
Our Public Relations Program has been incredibly effective. Travel writers, press trips, social media and various promotions bring a very desirable return on investment. Because we have an experienced, talented PR duo, we are able to host many A List writers, TV shows and radio personalities.

We utilize many sources for our research that validates our marketing plan. The non-resident data collected by ITRR is an invaluable tool for determining where our customers come from, what they do, how much they spend, what they like and do not like. We also use data from the US Travel Association for broad industry indicators. In addition, the information provided by MTOT regarding the effectiveness of campaigns, ad awareness, likelihood to travel, etc also determines which co-op advertising opportunities we participate.

The WCVB is very pleased with the progress we have made in the past few years. Our 2012 Resort Tax collections were up 10% over the previous year. The Resort Tax is a good indicator of the state of the economy because the 2% tax is collected on lodging, restaurants, bars and retail sales. The 2012 Resort Tax collections were up 16% over the past 3 year average. Our shoulder season efforts are also showing great success. The January – March 2012 Resort Tax collections were up 11% over the 3 year average. September/October were up 28% over the same time period and the July/August collections were up 10%. State Bed Tax collections were up 9% in 2012. Much of our success we attribute to the Montana Brand supported by well thought out MTOT campaigns.

PUBLIC BED TAX AND PRIVATE MEMBER FUNDS PERCENTAGES

The pie charts below reflect the percentages of the budget that each spending category represents for the Public Bed Tax Funds, Private Member Funds, and the Combined Public/Private Funds.



CATEGORIES	PUBLIC BED TAX FUNDS	PRIVATE MEMBER FUNDS	COMBINED PUBLIC/PRIVATE
Administration	20%	22.1%	21.8%
Consumer Advertising	70%	34%	40.3%
Photography	6.40%	.70%	1.7%
Publicity	0%	27%	22.4%
Website	0%	5.7%	4.7%
Meetings and Conventions	1.40%	4.4%	3.9%
Visitor Information Services	0%	5.1%	4.2%
Marketing Plan Development	0%	.40%	.34%
TAC/Governor's Conference	1.90%	0%	.34%
Voices of MT Tourism	0%	.34%	.28%
SuperHost	1%	0%	0%

1. PURPOSE OF THE WHITEFISH MARKETING PLAN

The purpose of the Whitefish CVB Marketing Plan is to enhance the economy of Whitefish by emphasizing its desirability as a travel and recreation destination to visitors who appreciate and respect the character of the place. Our mission is to build a high level of visibility and increase our name recognition as a premier year-round mountain resort town. Established by the City of Whitefish, the WCVB is the officially designated organization charged with tourism promotion and marketing of Whitefish. The organization also provides critical support for visitor information services, travel infrastructure development, market research and public relations.

2. STRENGTHS AND CHALLENGES OF WHITEFISH RELATIVE TO OTHER DESTINATION MOUNTAIN TOWNS

MARKET STRENGTHS

- **Whitefish aligns perfectly with the three Montana Brand platform statements:**
 1. More spectacular unspoiled nature than anywhere else in the lower 48.
 2. Vibrant and charming small towns that serve as gateways to our natural wonders.
 3. Breathtaking experiences by day and relaxing hospitality at night.
- **Proximity to Glacier National Park** — Travel forecasts have predicted an increase in U.S. travelers expressing an interest in visiting a U.S. national park. In addition, the significant name recognition that Glacier National Park holds among North American and international travelers provides an advantage to “putting Whitefish on the map” for potential visitors.
- **Central Avenue Whitefish and the alluring character of the town’s built structures** — Research indicates that visitors are attracted to the character and scale of Whitefish, especially the town’s Central Avenue district. These are attributes that form the foundation of the town’s appeal to visitors who stay in, or around the community, eat at the town’s various restaurants, and shop at local stores.
- **Access to recreational activities** — A wide variety of recreational opportunities in and around Whitefish is a major draw for visitors. These include Whitefish Lake, Whitefish Mountain Resort, as well as the trails, rivers and scenic roadways in and around Glacier National Park.

PRIMARY PURSUITS THAT DRAW VISITORS:

- Four season activities in and around Glacier National Park
- Water sports on Whitefish Lake
- Skiing or snowboarding at Whitefish Mountain Resort
- Fishing
- Scenic driving and wildlife viewing
- Golf at Whitefish Lake Golf Course
- Sporting events and tournaments
- Photography
- Mountain biking and cycling

ADDITIONAL ACTIVITIES:

- Hiking
- Cross country skiing
- Birding
- Snowcat skiing
- Horseback riding
- Dog sledding
- Whitewater rafting
- Canoeing and kayaking
- Ice skating and hockey
- Snowmobiling
- Whitefish Mountain Resort activities (Walk in the Treetops, zip lines, aerial adventure park and alpine slide)

COMMUNITY STRENGTHS (IN NO PARTICULAR ORDER)

- **High Quality Amenities** — Diverse and exceptional amenities that exceed the norm for a town of our size.
- **Cultural Arts and Entertainment** — A variety of performing arts venues, professional Equity Theatre, galleries and live music options provide additional support and attraction for potential visitors.
- **Friendly and Welcoming Community** — Visitors frequently express that their visit is enhanced by the friendly and welcoming attitudes of local residents and the front line employees at Whitefish shops, restaurants and lodging businesses.
- **Amtrak Train Service to Whitefish** — Amtrak train service to Whitefish from Seattle, Portland, Minneapolis, Chicago and other key northern plains and Midwestern cities distinguishes Whitefish in the marketplace and provides a unique access opportunity for visitors.
- **Major Commercial Airport Within 11 Miles** — Proximity of Glacier Park International Airport makes Whitefish one of the closest North American mountain towns to a major commercial airport.
- **Dining** — Whitefish offers diverse and unique quality dining and nightlife.
- **Community Events** — Winter Carnival, Skijoring, Farmers' Market, First Thursdays art gallery tours, Art Walks, Huckleberry Days, Oktoberfest and the Whitefish Winter Classic provide a Whitefish community experience.
- **High Quality Health Care** — North Valley Hospital is a regional medical tourism attraction and serves a high number of visitors and guests.
- **Wide Variety of Bicycling Opportunities** — The Whitefish Trail, developed trail system in town, biking on Whitefish Mountain Resort and Glacier National Park provide venues for all types of bicycling enthusiasts.

MARKET CHALLENGES (IN NO PARTICULAR ORDER)

- **Limited Transportation Infrastructure** — Public transportation options and visitor infrastructure services in and around Whitefish are fewer than those provided at competitor destinations.
- **Uncertain Weather** — Fire, low snow levels and other natural crises affect travel patterns and willingness to travel.

- **Market Perception** — Research performed by the Montana Office of Tourism in key destination markets reveals that Montana is perceived to offer lower quality amenities and services to visitors. While Montanans are perceived as being friendly, it should be distinguished that this friendliness does not automatically translate into a guest's perception of a high level of service.
 - **Recovering U.S. Economy** — Uncertainty affects intent and ability to travel.
 - **Lack of Competitive Pricing for Air Access and Limited Seats** — When compared to mountain communities with which Whitefish competes for destination visitors, airline seats to Whitefish are limited, with fewer flights, limited markets and are priced considerably higher. (See Appendix)
 - **Highly Seasonal Visitation Patterns** — Visitation patterns to Whitefish are highly seasonal with the majority of visitation occurring during the high demand months of July and August. This seasonality impacts the operating effectiveness of Whitefish businesses that must accommodate highly volatile demand swings.
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3. GOALS (IN NO PARTICULAR ORDER)

- Establish our identity and presence in the marketplace as a unique destination.
 - Encourage destination visitation from the key and national markets.
 - Showcase special events to encourage visitation from regional drive markets during shoulder seasons.
 - Aggressively showcase Whitefish's varied winter sports opportunities.
 - Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural," cultural, and culinary advantages.
 - Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
 - Stimulate the publication of feature stories in national and regional magazines, major metropolitan newspapers, broadcast media, and news media.
 - Encourage corporate retreats, medical tourism and sporting events. Improve meeting and convention market year-round.
 - Increase visibility in the international market.
 - Highlight Whitefish as a location to the film industry, outdoor commercial photo shoot locations.
 - Gather information and statistics on Whitefish visitors for the purpose of marketing planning.
 - Assist in the pursuit of new airline market to improve access, ease and affordability travel.
 - Increase occupancy for lodging facilities.
 - Support efforts to attract leisure groups with an added emphasis on community-wide groups.
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4. MONTANA OFFICE OF TOURISM 2013-2017 STRATEGIC PLAN

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

5. MEASURABLE OBJECTIVES FOR FY 14

GENERAL OBJECTIVES

- Increase awareness of the brand among target market (see #6).
- Move Whitefish into the target audience's consideration set.
- Create a multi-faceted campaign that builds awareness to recruit potential first time visitors.
- Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences.

THE FOLLOWING ARE THE KEY MEASURABLE OBJECTIVES FOR ACCOMPLISHMENT DURING FY 14:

- Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.
- Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.
- Increase overall resort tax collection rates by 8% at the average of last three years of collections. Build winter, autumn and spring season collection revenue.
- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average.
- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average.
- Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.
- Create database of all inquiries for direct mail.
- Conduct a completion survey or study, and/or social media poll.

Publicity/Public Relations

- Positive publicity placement in top 5 target markets.
- Publicity placement in 5 national markets.
- Equivalent editorial space greater than ten times ad value.
- Hosting 15 media members annually from target markets.

6. TARGET MARKETS

The WCVB targets geo-travelers. Geotourism is defined as tourism that sustains or enhances the geographic character of the place being visited including its environment, culture, heritage, landmarks and the well-being of its residents. Potential visitors will be targeted by geographic location, demographic characteristics, and values that distinguish a potential visitor as a "geotraveler" (as defined by research conducted by ITRR, the Travel Industry Association of America (TIA) and the National Geographic Society). Geotravelers are high-value, low impact visitors who appreciate the unique characteristics, eccentricities and natural values of the places they visit. They place high value on travel experiences that respect and support the local character of place, and are less likely to become discouraged in their travel experiences by travel distances/difficulties and vagaries of weather.

According to the ITRR study, *Statewide Vacationers to Montana: Are They Geotravelers**, the strong geotraveler spent the most money per day while traveling in Montana (\$141.79) followed by the moderate geotraveler (\$134.10) and the non-geotraveler vacationer spent (\$133.27). Visitors who agreed with the principles of geotourism spend more money per day while traveling in Montana than non-geotravelers. From a business perspective, businesses need to continue to market to geotravelers since they can provide a substantial amount of income.

*Nickerson, N.P., & Boyle, D. (2009) *Statewide Vacationers to Montana: Are They Geotravelers?* Missoula: Institute for Tourism and Recreation Research, The University of Montana.

Geotravelers at a Glance:

Income: HHI of \$50,000+

Education: Bachelors' degree+

Age: 25-64

- A segment of the U.S. total travel market estimated to include over 55 million people.
- They seek authenticity in travel experiences.
- Seek out opportunities to experience businesses and activities that are locally unique.
- Travel is an important part of their "lifestyle" and they often combine learning with travel.
- Are more likely to be aware of their own impact, both environmental and community, on the places they are visiting.

Geotraveler Psychographics:

Values — Creative, curious, connected, engaged, adventurous, independent, mindful.

Source: Geotraveler Exploratory, December 2008.

Attitudes — Immerse yourself in the culture, go off the beaten trail, get out of your comfort zone, allow for spontaneity, take a risk, pay attention, go now.

Source: Geotraveler Exploratory 2008.

CORE GEOGRAPHIC MARKETS FOR FOCUS:

The WCVB will focus its attention during this fiscal period on potential visitors who match the Geotourism profile in the following geographic markets. It is possible that opportunities will arise in additional markets in partnership with other tourism organizations, such as the Montana Office of Tourism. In these instances, the WCVB may extend its efforts beyond these core focus markets.

- Seattle, Washington (Puget Sound Area)
- Minneapolis, Minnesota
- Chicagoland (Chicago core and northern suburbs to Madison, Wisconsin)
- Alberta including Calgary and other provinces
- Portland, Oregon

Prospective Markets:

- San Francisco/Oakland – due to competitive airfares.
- Salt Lake City – new MTOT warm season target market

7. WHERE OUT-OF STATE VISITORS PRIMARILY COME FROM

2012 ITRR non resident visitor surveys

- 10% Washington State (predominately west coast Puget Sound region)
- 7% California (no singular concentration)
- 7% Minnesota (predominately Minneapolis region)
- 6% Alberta (predominately southern Alberta and Calgary region)
- 5% Colorado

- 65%- Everywhere else in the U.S. and the world (without any regular pattern, who live further away in urban areas including Portland, Los Angeles, Phoenix, New York/ New Jersey, Chicago, Washington, DC, San Francisco and have an interest in national parks and wilderness).

Visitor Characteristics:

- Over 89% visited Glacier National Park
- 58% traveled as a pair (2 persons)
- Average group size was 2.36
- 34% have HHI (Household Income) above \$100,000
- 43% were Female
- 28% were first time visitors
- 45% were 55-64

Sources: ITRR: Flathead County-specific interviews | Web Analytics Reports

VALUE OF FLY-IN VS. DRIVE-IN CUSTOMER TYPES

Not all visitors are alike. The same is true of their economic impact to Whitefish. Research by the ITRR indicates that Whitefish visitors from locations more than 300 miles away, who typically travel via airlines, spend considerably more money per day than visitors who travel by car. A total of 25% flew on a portion of their trip to Flathead County.

FLY-IN VISITORS

- \$2,240 per trip average fly-in (excluding airfare)
- \$350 per day per party

DRIVE-IN VISITORS

- \$853 per trip average drive-in
- \$181 per day per party

Difference: \$1,387 in additional spending per fly-in visitor (Source: ITRR). Based on these metrics, the additional \$1,387 in additional average spending per fly-in visitor provides additional margin in the cost of customer acquisition.

TRAVEL OUTLOOK

There are some reasons to be optimistic that non-resident visitor numbers will increase in 2013, based on data from the US Travel Association.

Forecast for 2013

- Non-resident visitors will be up 2%.
- Total domestic visitors will set a new record in 2013.
- Domestic business travel will improve.

International Visitors are Back

- Spend more than \$1800 per visitor
- Stay longer
- Seek out national parks

According to the ITRR's (Institute for Tourism Recreation Research) Data

- 2012 Non-resident visitors to Montana were up 3% with a 15% increase in spending. Nearly 11 million visitors spent \$3.19 billion last year.
 - Montana air travel was up 7% in 2012.
 - 2012 Glacier National Park Visitation was up 17% in 2012.
 - State skier visits were up 9% in 2011.
 - 2012 Glacier Park International Airport Airline deboardings were up 7%.
 - 2012 Amtrak deboardings were up 16% in Whitefish, 17% state-wide.
 - Flathead County Non-Resident Visitor expenditures in 2012 were over \$213 million.
 - WF Mountain Resort reported that total skier visits were up 10%, based over a 4 year average.
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8. MARKETING METHODS FOR STATE BED TAX FUNDS

The WCVB will utilize public bed tax funds for the purpose of marketing to the markets mentioned in Number 6 through the mediums listed below. Most Bed Tax funds will be leveraged through cooperative marketing arrangements with the Montana Office of Tourism, Glacier Country or other regional destination marketing organizations. The primary objective of Bed Tax Fund expenditures will be to create brand awareness for Whitefish.

- **Online** — Display pay-per impression advertising done as part of cooperative programs with MTOT, Glacier Country and other tourism organizations. The target cost/1000 (CPM) will be \$15.00.
- **Tracking** — Online ads will be referenced to a phantom URL for tracking of clicks originating from external ads. Clicks will be tracked once a visitor arrives at our website to measure the number of visitor inquiries (subscriptions).
- **Print** — WCVB will partner with the Montana Office of Tourism, Glacier Country and other tourism organizations in key publications. The list of potential publications is attached.
- **Direct Mail** — The WCVB is considering a direct mail program to further communicate with subscribers
- **Promotions** — The promotion program has provided many good partnering opportunities.

KEY AREAS OF WCVB ACTIVITY FOR FY 14

The Whitefish Convention and Visitors Bureau will undertake initiatives and activities in the following key areas during FY14. Tourism and visitation to Whitefish are critical to the economic health and vibrancy of Whitefish, Montana. Finding visitors who value what Whitefish offers is a critical component of efficient promotion. These efforts will help retain the character of place that we all value and which strengthens our community.

Advertising

The WCVB enters into paid advertising agreements in select key markets. These advertisements are in print (magazine, newspaper) media as well as online. The WCVB may also purchase broadcast (television or radio) time. When paid campaigns are initiated, the WCVB often seeks to partner with the state tourism promotion agency (Montana Office of Tourism), the regional tourism authority (Glacier Country) or a strategic additional partner (for instance, Amtrak or Whitefish Mountain Resort), in order to leverage the purchase and extend the investment.

Public Relations

The WCVB invests in public relations efforts to both encourage and enhance the coverage of Whitefish in major North American publications and media outlets. The WCVB engages in a contract with a public relations firm for the purpose of targeting select media to promote visitation to Whitefish to their audiences. These efforts include pitching story ideas, hosting “press trips,” distributing news releases and e-news, social media content, photography and videography needs, interview coordination, and fact checking. The PR firm also recruits (often working in conjunction with tourism partners) location photo shoots and television shoots, as well as coordinating trip giveaways/promotions in target markets with media sponsors. In the past year, the PR efforts of the WCVB have facilitated and enhanced major stories about Whitefish in such notable media outlets as San Francisco magazine, Skiing magazine, OntheSnow.com, Vogue magazine, National Geographic magazine, Powder magazine, Sunset magazine, ABC’s “The Bachelor” TV Show, Calgary Herald, Dallas Morning News and USA Today newspapers.

Social Media

The WCVB will use social media (Facebook, Twitter, You Tube) to create content about Whitefish that attracts attention and encourages social media users (both past and potential visitors) to share the content with their own social networks. Because this form of marketing is driven by networking, it results in earned media rather than paid media. Social media is easily accessible to anyone with internet access and this type of communication will foster brand awareness for Whitefish. It is a relatively inexpensive platform to support marketing campaigns, news releases, publicity, and promotions. WCVB has partnered with outdoor companies such as Native Eyewear and Teva on social media promotions to co-brand and co-network.

Website

The internet has become the primary source for travelers to get travel information and to plan their visits. In response to the significant role the internet plays in travel planning and booking, the WCVB has built and maintains a very powerful internet resource at www.ExploreWhitefish.com. The site provides significant information for prospective visitors, including photo and video galleries, a calendar of events, activities and detailed information about every member business. The website also serves as a key fulfillment resource for advertising and public relations efforts. Visitors to the site may also register to receive periodic email news about travel news and events in and around Whitefish. Currently, the E Newsletter subscriber database has over 33,000 people and the E Newsletter is sent to over 22,000 individuals who have signed up to receive updates and information about Whitefish.

A completely revised website will be deployed for the upcoming 2013 - 2014 Fiscal Year marketing plan period. This site will be developed using responsive web technologies which will allow the site presentation to be tailored to the viewing portal of the individual site user. This update will position Whitefish well for the future as the internet is increasingly accessed via mobile and tablet devices. In addition, a cutting-edge trip planning tool will be deployed. This new functionality and capacity will be made possible because of a successful technology grant from the Montana Office of Tourism.

Consumer and Travel Shows

The WCVB both coordinates and attends several ski shows in key markets and is considering attendance at consumer shows with a bicycling emphasis. These shows include a significant booth presence, staffing and collateral distribution. The WCVB also invites and coordinates the participation of its members at these shows in order to facilitate a larger Whitefish-branded “footprint” for show attendees.

MTOT opportunities

The MTOT occasionally offers unique marketing opportunities to its partners which are aggressively pursued by the WCVB. The MTOT assisted the WCVB with expanding our Portland Winter campaign and the WCVB continues to explore opportunities from attending the Outdoor Recreation Show with MTOT.

Visitor Information Services

The WCVB financially supports the Whitefish Visitor Information Center in cooperation with the Whitefish Chamber of Commerce. This visitor center hosts thousands of guests each year. The financial support of the WCVB allows the visitor center to remain open on key weekends and other holiday periods. The WCVB also provides funding for the fulfillment of free Visitor Travel Guides via U.S. mail, either from calls to our toll-free telephone number or requests from the explorewhitefish.com website. In addition, the WCVB operates the Visitor Information Center and video monitor at Glacier Park International Airport, Amtrak train depot, and new visitor kiosks in downtown Whitefish which are stocked with travel planners, maps and additional travel information. The WCVB received a VIC grant from MTOT and will be upgrading the Whitefish VIC.

Trade Partner Relations

The WCVB actively works to foster, enhance and support relationships with key trade partners, including State and regional tourism organizations, meeting planners, airlines, travel agencies, travel wholesalers and Amtrak. We also purchase qualified leads for specific email campaigns. The organization facilitates connections between member businesses and these trade partners, and also works to provide connectivity between individual businesses to assist in accommodating larger meeting and convention demands.

Specialty Marketing Programs and Sponsorships

As part of the overall marketing efforts for Whitefish, the WCVB engages in unique sponsorship and promotional initiatives that fall outside of our normal advertising/PR venues such as Amtrak Tim's Cascade Potato Chips in Seattle, trip giveaways with media partners in Calgary and Portland, working with retailers and manufacturers, and the 20% off Amtrak travel to Whitefish. We have leveraged our in-kind travel products from our members/partners (train tickets, lodging, dining, activities, spa, etc.) and minimal budget to reach a large audience of potential travelers/skiers in our target markets utilizing promotions instead of the high cost of traditional advertising. We also participated in an out-of-home saturation of Portland during ski season. The WCVB has also entered an athlete sponsorship agreement with Freestyle North American Junior Olympic Champion and Whitefish native Maggie Voisin to leverage Maggie's success with her hometown brand.

Collateral and Collateral Fulfillment

Beyond the internet, the WCVB provides important travel planning and visitor information in the form of a printed Travel Guide, fulfillment postcards and a visitor map. These items are provided to members for free distribution throughout the town, the Whitefish Visitor Information Center and Downtown Visitor Information Kiosks, the Glacier Park International Airport, Amtrak Depot, travel shows and regional visitor information centers. Whitefish also offers a mobile APP for visitors.

Accessibility to Whitefish

The WCVB will support efforts to improve ease and affordability of travel to Whitefish, including participating in community efforts to improve air service (and decrease ticket cost) to Glacier Park International Airport. We currently participate in a Flathead County-wide committee, AERO, committed to enhancing air service into Glacier Park International Airport. The WCVB will continue to work with Amtrak to continue the 20% off Amtrak discount for travel to Whitefish during the winter.

Legislative Oversight and Monitoring

The WCVB actively engages with state representatives, Montana Office of Tourism and other key stakeholders to educate the public on the value of tourism to the Whitefish economy, as well as providing input on the effect of potential legislation on tourism and tourism businesses. We support the Voices of Montana Tourism initiative.

State Compliance and Administration

The WCVB is funded through a combination of public Bed Tax funds collected locally at lodging properties, and private member funds. The WCVB provides state-required compliance for all activities that are funded by bed tax dollars, project application, completion reports, quarterly reports and audits. The WCVB facilitates public access at board meetings and compliance with Montana State open meeting laws.

APPENDIX

Sample air fare rates:

Expedia.com June 24-June 30, 2013 (cheapest fare available)

	2010	2011	2012	2013
Seattle (SEA) – Glacier Park Int'l (FCA)	\$283	\$275	\$296	\$258
Seattle – Jackson Hole (JAC)	\$385	\$492	\$622	\$564
Seattle – Bozeman: (BZN)	\$344	\$315	\$356	\$316
Seattle – Salt Lake City: (SLC)	\$213	\$354	\$272	\$284
Seattle – Reno: (RNO)	\$228	\$319	\$294	\$282
Minneapolis (MSP) – FCA	\$607	\$661	\$652	\$602
Minneapolis – Jackson Hole	\$372	\$510	\$481	\$558
Minneapolis – Bozeman	\$469	\$498	\$439	\$442
Minneapolis – SLC	\$463	\$433	\$429	\$446
Minneapolis – Reno	\$422	\$493	\$562	\$502
Chicago (CHI) – FCA	\$677	\$550	\$587	\$700
Chicago – Jackson Hole	\$384	\$484	\$595	\$556
Chicago – Bozeman	\$522	\$448	\$509	\$560
Chicago – SLC	\$321	\$435	\$436	\$416
Chicago – Reno	\$411	\$459	\$533	\$515
Chicago – Steamboat Springs: (SBS)	\$354	\$614	\$585	\$474
Denver (DEN) – FCA	\$408	\$538	\$505	\$465
Denver – Jackson Hole	\$268	\$395	\$446	\$432
Denver – Bozeman	\$272	\$297	\$334	\$352
Denver – Reno	\$282	\$314	\$334	\$363
San Francisco (SFO) – FCA				\$326
San Fran – Jackson Hole				\$573
San Fran – Bozeman				\$406
San Fran – SLC				\$380
San Fran – Reno				\$336
Allegiant Flight June 20 – 24				
San Fran – FCA				\$172

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FY 14 CONSUMER AD LIST OF PUBLICATIONS

July 1, 2013 to June 30, 2014

THE WCVB MAY CHOOSE TO ADVERTISE IN THE FOLLOWING PUBLICATIONS:

Glacier Country Guide

Glacier Waterton Visitors Assoc. Map

Montana's Cultural Treasures

KCVB Travel Planner

Print Advertising:

Any Publications offered by the Montana Office of Tourism as a Co-op

Alberta Golf Publications

Amtrak Magazine

Audubon

Bicycle Times Magazine

Bicycling Magazine

Big Sky Journal

Budget Travel

Calgary Herald

Calgary Sun

Canadian Cycling

Chicago Tribune

Daily Inter Lake

Delta Inflight

Empire Builder Magazine

FFwd (weekly magazine in Calgary)

Flathead Beacon

Good Housekeeping

Horizon Inflight

Horse Trader

I.M. Cowgirl

Lethbridge Herald

Lively Times

Meetings magazines

Small Market Meetings

Smart Meetings

Association News

Other inflight magazines

Missoula Independent/Headwall

Missoulain

Montana Magazine

Mountain Bike Action Magazine

Mountain Flyer Magazine

Mountain Living

National Geographic(any of their publications)

Northwest Magazines

Northwest Travel Magazine

Outside

Pink Bike Magazine

Portland Monthly Magazine

Portland Oregonian

Powder Magazine

Ready to Retire

Seattle Met Magazine

Seattle Post Intelligencer

Seattle Times

Seattle Weekly

Skiing Magazine

Ski Journal

Ski Magazine

Snow

Snowboard Journal

Spokesman Review

Trail Blazer

Trail Rider

United Airlines Hemisphere

Western Horseman

Whitefish Pilot

Whitefish Review

XXC Magazine

THE WCVB MAY CHOOSE TO ADVERTISE ONLINE IN THE FOLLOWING SOURCES:

Any online co-op offered by the Montana Office of Tourism and the following:

audubon.com	onthesnow.com
away.com	oregonlive.net
backpacker.com	outside.com
bicycling.com	pinkbike.com
bicycletimes.com	portlandmonthly.com
biglines.com	portlandtribune.com
budgettravel.com	seattlepi.com
calgaryherald.com	skiing.com
calgarysun.com	skimag.com
chicagotribune.com	skinet.com
crownofthecontinent.net	snowboarding.com
cyclingmagazine.ca	snowseekers.ca
dirtragemag.com	startribune.com
facebook.com	suntimes.com
flickr.com	tazzler.com
freeskier.com	tripadvisor.com
google.com	twincities.com
matador.com	weather.com
mbaction.com	wildernet.com
mountainflyer.com	xxcmag.com
nationalgeographic.com	yahoo.com

Whitefish Convention & Visitor Bureau	
Fiscal Year 2014 - Annual Public Bed Tax Budget Overview	
	FY 14 PUBLIC Bed Tax Funds
Support	
Administration	
Rent/utilities	\$15,400
Consumer Advertising	
Joint Ventures MTOT)	\$46,850
Opportunity	\$500
Print	\$6,300
Meetings & Conventions	
DMAI/eMint	\$1,100
Photography	\$5,000
TAC Meetings	\$1,500
Superhost/Customer Service Training	\$350
TOTAL BUDGET REQUESTED	\$77,000
Budget Projections- at 100%	

WHITEFISH CITY COUNCIL MINUTES

April 15, 2013

7:10 P.M.

1. CALL TO ORDER

Mayor Muhlfeld called the meeting to order. Councilors present were Mitchell, Anderson, Hildner, Kahle and Hyatt. Councilor Sweeney was absent. City Staff present were City Manager Stearns, City Clerk Lorang, City Attorney VanBuskirk, Assistant City Manager/Finance Director Knapp, Senior Planner Compton-Ring, Parks and Recreation Director Cozad, Police Chief Dial, and Fire Chief Kennelly. Approximately 21 people were in attendance.

2. PLEDGE OF ALLEGIANCE

Mayor Muhlfeld asked John Frandsen to lead the audience in the Pledge of Allegiance.

3. **COMMUNICATIONS FROM THE PUBLIC**—(This time is set aside for the public to comment on items that are either on the agenda, but not a public hearing or on items not on the agenda. City officials do not respond during these comments, but may respond or follow-up later on the agenda or at another time. The Mayor has the option of limiting such communications to three minutes depending on the number of citizens who want to comment and the length of the meeting agenda)

Mayre Flowers, Citizens for a Better Flathead, talked about their goals and priorities. She said she attended the workshop and felt they listened to the public after they had come to their conclusions, which is problematic. She said they put the Sign Code on the priority list and she is concerned about the vagueness of that priority. She said if the Sign Code is a priority then it needs to go through the public process. It was a big issue for the community and the finished product has flexibility. She doesn't think it needs to be re-opened. She said if they are opening it for the businesses that have raised concerns then they need to ask why they don't use the zone change request process. She said she spoke with Don K and told him she gets plenty of advertising and service from them, so she is not interested in seeing more signs at the entrance to Whitefish. She said last week at the Council meeting they announced that Councilors Hyatt and Mitchell would go to the Planning Board to recommend changes. She said if those Councilors go and take a position at the meetings it will put them in an unethical position when it comes to voting on the issue. She showed the Planning staff report, but said none of the public has had a chance to look at things because it is not on the website. She said items like staff reports and applications also need to be included on the website so the public can have easier access to documents.

Councilor Anderson stated, as a point of privilege, that he had missed the goal-setting worksession but does not agree with listing amendments to the Sign Code as a priority. He will have to leave during the meeting tonight, but if this comes up while he is here he will not vote for the goals as long as the 'Possible Amendments to the Sign Code' is in there.

4. COMMUNICATIONS FROM VOLUNTEER BOARDS

Jan Metzmaker, Executive Director of the Whitefish Convention and Visitors Bureau (WCVB) introduced the Board and communications team. She presented the FY 14 Marketing Plan and the Public Bed Tax Fund Budget (dollars which they receive from the State). She said they partner with the State marketing program and are able to market in major national

magazines. Their budget started out at about \$40,000 in 2006 and now their total operating budget including private and public funds is close to \$440,000. Bed tax collections were up 9%. They have achieved all of their goals for the year except one. She said the business members are appreciative of their efforts, especially during the shoulder seasons.

John Frandsen, Old Town Creative, said they are the advertising agency for the WCVB. Through paid advertising and cooperative efforts with independent and State marketing efforts the WCVB reached 4.9 million people through print advertising.

Lisa Jones said she and Brian Schott are the contracted public relations team for the WCVB. By December 2012, they had reached 54 million in ad equivalency through “earned media” providing information to national PR programs that are sent out in print, by radio, online, and on television. When these free promotionals are compared to the cost of traditional advertising, it is worth \$5,276,246 to date. She said these free promotionals reached over 979 million people since July 1, 2012. They hosted a project with the Montana Office of Tourism to bring in the TV program, “The Bachelor.” It was advantageous for the community. It cost about \$300,000 to bring in the show and \$30,000 was contributed by the WCVB for food for the crew. She said the show highlighted the beauty of our small town and Glacier National Park. She said the show reached 9 million people each of the four times it was shown. She said a 30-second ad during “The Bachelor” would be \$70,000.

She said the website normally gets 500 hits a day and got 5,000 on the day after the show. She said the Whitefish Lake Lodge site crashed 11 times because of all of the hits after the show; and many local businesses saw more hits on their websites and booked more reservations following the airing of the show. The Chamber of Commerce, our Whitefish Visitors’ Information Center, had a 29% increase in activity in February and March. She thanked all of the partners, including the City staff that supported them in this endeavor. (Councilor Anderson left the Council Chambers at this time). Councilor Mitchell asked if it was normal to have to pay the production costs and Lisa Jones said yes, they have to “pay to play.” Councilor Mitchell asked if Whitefish was a resort town or a tourist town and Lisa Jones said Whitefish is a mountain town; a small, vibrant community that is a gateway to national wonders. Boardmember Nick Polumbus said that Whitefish is marketed as a wonderful community and that is a large appeal to visitors. Lisa Jones said people love the scenery and interacting with the locals. Councilor Hildner said the key measurable objectives seem like they might be over ambitious—but, they reached the goals in 2013. Lisa Jones said they are reaching the 55 million geo-travelers so they have a targeted market group and research shows that 80% of those visitors return. Rhonda Fitzgerald said they have out-performed their goals every year so she made a motion to move the bar up. She said Whitefish is unique—not a resort town.

John Frandsen, Old Town Creative, said they don’t market themselves as a resort town; they market themselves as a vibrant town. He said the website had 198,000 hits in the past year. There is now a new City Beach web cam and he thanked Director Cozad for this help with that project.

Councilor Kahle offered a motion, seconded by Councilor Hildner to approve the WCVB budget for FY 2014. The motion passed unanimously.

Councilor Kahle offered a motion, seconded by Councilor Hyatt, to approve the WCVB marketing plan for FY 2014. The motion passed unanimously.

Application for projects over \$500

Organization Name: WCVB

Project Name: FY 14 Joint Ventures

Application Completed by: Jan Metzmaker

Approval Requested

☐ Final

☒ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

It is important to leverage our marketing dollars with the Montana Office of Tourism and other bed tax collection entities. The WCVB appreciates the well thought-out advertising opportunities MTOT has been able to offer. They follow the state branding initiative and hit our target markets. With the MTOT buying power, we are able to purchase quality ads at a much cheaper rate. We may also use our Joint Venture funds to partner with other tourism entities such as Glacier Country and the Kalispell CVB. The WCVB would like to use \$46,850 of our bed tax funds for Joint Venture projects.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

General Objectives

Increase awareness of the brand among target markets

Move Whitefish into the target audience's consideration set

Create a multi-faceted campaign that builds awareness to recruit potential first time visitors

Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences

The following are the key measurable objectives for accomplishment during FY 14:

Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.

Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.

Increase overall resort tax collection rates by 8% at the average of last three year's of collections

Build winter, autumn and spring season collection revenue.

- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average

- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average

Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.

Create database of all inquiries for direct mail.

Conduct a completion survey or study, and/or social media poll.

Refer to the portions of your marketing plan, which support this project.

- A. Establish our identity and presence in the marketplace as a unique destination.
- B. Encourage destination visitation from the key and national markets.
- C. Showcase special events to encourage visitation from regional drive markets during shoulder seasons.
- D. Aggressively showcase Whitefish's varied winter sports opportunities.
- E. Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural", cultural, and culinary advantages.
- F. Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
- H. Encourage corporate retreats, medical tourism and sporting events. Improve Meeting and Convention market year-round.
- I. Increase visibility in the international market.
- K. Gather information and statistics on Whitefish visitors for the purpose of marketing planning.
- M. Increase occupancy for lodging facilities.
- N. Support efforts to attract leisure groups with an added emphasis on community-wide groups.

How does this project support the Strategic Plan?

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013-2017.

Budget page attached

WCVB FY 14
Joint Ventures with MTOT

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
Placement	\$46,850	+	\$0	=	\$46,850
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$46,850		\$0		\$46,850

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$46,850	+	\$0	=	\$46,850
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Application for projects over \$500

Organization Name: WCVB

Project Name: FY 14 Consumer Print Ads and Online Ads

Application Completed by: Jan Metzmaker

Approval Requested

 X Final

Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The WCVB would like to use \$6,300 of our bed tax funds to get its name in front of thousands of potential visitors to Montana. Consumer advertising is essential to build a high level of visibility and increase our name recognition as a premier year-round mountain resort town. Display advertising in publications produced by the Montana Office of Tourism and other visitor associations are especially good values. Online advertising is cost efficient and an excellent way to quickly reach large numbers of the traveling public.

The lists of print and online publications in which we may advertise are included.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

General Objectives

Increase awareness of the brand among target market (see #6)

Move Whitefish into the target audience's consideration set

Create a multi-faceted campaign that builds awareness to recruit potential first time visitors

Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences

The following are the key measurable objectives for accomplishment during FY 14:

Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.

Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.

Increase overall resort tax collection rates by 8% at the average of last three year's of collections

Build winter, autumn and spring season collection revenue.

- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average

- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average

Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.

Create database of all inquiries for direct mail.

Conduct a completion survey or study, and/or social media poll.

Refer to the portions of your marketing plan, which support this project.

- A. Establish our identity and presence in the marketplace as a unique destination.
- B. Encourage destination visitation from the key and national markets.
- C. Showcase special events to encourage visitation from regional drive markets during shoulder seasons.
- D. Aggressively showcase Whitefish's varied winter sports opportunities.
- E. Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural", cultural, and culinary advantages.
- F. Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
- H. Encourage corporate retreats, medical tourism and sporting events. Improve Meeting and Convention market year-round.
- I. Increase visibility in the international market.
- M. Increase occupancy for lodging facilities.
- N. Support efforts to attract leisure groups with an added emphasis on community-wide groups.

How does this project support the Strategic Plan?

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013-2017

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail pages attached	No
Budget attached	Yes

**WCVB FY 14
Print and Online Ads**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

MARKETING/ADVERTISING:					
Placement	\$6,300	+	\$0	=	\$6,300
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$6,300		\$0		\$6,300

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$6,300	+	\$0	=	\$6,300
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Application for projects over \$500

Organization Name: WCVB

Project Name: FY 14 Photography

Application Completed by: Jan Metzmaker

Approval Requested

X Final

_____ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The WCVB would like to use \$5,000 of Bed Tax funds for photography. As a result of our aggressive marketing and public relations program, we receive numerous requests for high quality photography. Our extensive participation in Montana Office of Tourism Joint Venture Projects requires us to have high quality, current photography. Although we have good quality photos, many are over-used and some of the most requested shots are not in our library. We will expand the list of necessary photography, purchase rights to use them, or contract for additional photos.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

Increase awareness of the brand among target market

Move Whitefish into the target audience's consideration set

Create a multi-faceted campaign that builds awareness to recruit potential first time visitors

Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences

The following are the key measurable objectives for accomplishment during FY 14:

Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.

Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.

Increase overall resort tax collection rates by 8% at the average of last three year's of collections Build winter, autumn and spring season collection revenue.

- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average

- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average

Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.

Refer to the portions of your marketing plan, which support this project.

- A.** Establish our identity and presence in the marketplace as a unique destination.
- B.** Encourage destination visitation from the key and national markets.
- C.** Showcase special events to encourage visitation from regional drive markets during shoulder seasons.

- D.** Aggressively showcase Whitefish's varied winter sports opportunities.
- E.** Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural", cultural, and culinary advantages.
- F.** Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
- G.** Stimulate the publication of feature stories in national and regional magazines, major metropolitan newspapers, broadcast media, and new media.
- I.** Increase visibility in the international market.
- J.** Highlight Whitefish as a location to the film industry, outdoor commercial photo shoot locations.
- M.** Increase occupancy for lodging facilities.
- N.** Support efforts to attract leisure groups with an added emphasis on community-wide groups.

How does this project support the Strategic Plan?

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013-2017.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail pages attached No

Budget page attached for approval.

**WCVB FY 14
Photography**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
photography purchases	\$5,000	+	\$0	=	\$5,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$5,000		\$0		\$5,000

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$5,000	+	\$0	=	\$5,000
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Application for projects over \$500

Organization Name: WCVB

Project Name: FY 14 SuperHost

Application Completed by: Jan Metzmaker

Approval Requested

☒ **Final**

☐ **Preliminary**

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The WCVB would like to use \$350 of Bed Tax funds for SuperHost Training. Customer Service training is very important for those involved in the hospitality industry. The more front line employees we can train will result in satisfied customers who will in turn tell their friends and neighbors and become repeat customers. The WCVB will offer SuperHost training prior to the beginning of the busy summer season.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

Increase awareness of the brand among target market

Move Whitefish into the target audience's consideration set

Create a multi-faceted campaign that builds awareness to recruit potential first time visitors

Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences

The following are the key measurable objectives for accomplishment during FY 14:

Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.

Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.

Increase overall resort tax collection rates by 8% at the average of last three year's of collections Build winter, autumn and spring season collection revenue.

- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average
- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average

Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.

Create database of all inquiries for direct mail.

Conduct a completion survey or study, and/or social media poll.

Refer to the portions of your marketing plan, which support this project.

- A.** Establish our identity and presence in the marketplace as a unique destination.
- C.** Showcase special events to encourage visitation from regional drive markets during shoulder seasons.
- D.** Aggressively showcase Whitefish's varied winter sports opportunities.
- E.** Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural", cultural, and culinary advantages.
- F.** Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.

How does this project support the Strategic Plan?

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013-2017.

Budget page attached- Yes

**WCVB FY 14
SuperHost**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
superhost workshop	\$350	+	\$0	=	\$350
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$350		\$0		\$350

MARKETING/ADVERTISING:					
		+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$350	+	\$0	=	\$350
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Application for projects over \$500

Organization Name: WCVB

Project Name: FY 14 DMAI membership

Application Completed by: Jan Metzmaker

Approval Requested

X Final

_____ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Membership in DMAI will be an annual expense for which we will use \$1,100 of our State Bed Tax funds. Membership enables the WCVB to begin the DMO process, provide educational opportunities and good information about destination marketing. In addition, we will participate in some of the group marketing opportunities.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

Increase awareness of the brand among target market

Move Whitefish into the target audience's consideration set

Create a multi-faceted campaign that builds awareness to recruit potential first time visitors

Drive consideration and preference among repeat visitors through word of mouth referrals and sharing experiences

The following are the key measurable objectives for accomplishment during FY 14:

Grow Whitefish "opt-in" subscriber base by 10% of those who want to receive Whitefish travel information.

Grow unique visits to www.ExploreWhitefish.com by 20% over previous year period.

Increase overall resort tax collection rates by 8% at the average of last three year's of collections

Build winter, autumn and spring season collection revenue.

- Grow January 1 through March 31 Whitefish Resort Tax collections by 10% over last 3 year average

- Grow September 1 to October 31 resort tax collections by 10% over last 3 year average

Increase high season levels by 2% over last three years' Resort Tax average collections for July/August.

Refer to the portions of your marketing plan, which support this project.

- A.** Establish our identity and presence in the marketplace as a unique destination.
- B.** Encourage destination visitation from the key and national markets.
- D.** Aggressively showcase Whitefish's varied winter sports opportunities.
- E.** Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural", cultural, and culinary advantages.

- F.** Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
- G.** Stimulate the publication of feature stories in national and regional magazines, major metropolitan newspapers, broadcast media, and new media.
- H.** Encourage corporate retreats, medical tourism and sporting events. Improve Meeting and Convention market year-round.
- I.** Increase visibility in the international market.
- K.** Gather information and statistics on Whitefish visitors for the purpose of marketing planning.
- M.** Increase occupancy for lodging facilities.
- N.** Support efforts to attract leisure groups with an added emphasis on community-wide groups.

How does this project support the Strategic Plan?

The Whitefish Convention and Visitors Bureau supports the Montana Tourism and Recreation Strategic Plan 2013-2017

Detail pages attached No
Budget page attached

**WCVB FY 14
DMAI Membership**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
membership in DMAI	\$1,100	+	\$0	=	\$1,100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,100		\$0		\$1,100

MARKETING/ADVERTISING:					
		+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$1,100	+	\$0	=	\$1,100
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